



Together for Inclusion, Diversity and Equity

TIDE Strategy 2022-2025

Foreword

Creating a diverse and inclusive workforce is at the core of our Purpose and Values.

Our TIDE Strategy outlines our commitment to a workforce which represents the different cultures, backgrounds and viewpoints of the communities we serve.

Accountability starts with myself and our Leadership Team.

However, everyone at Northumbrian Water Group has a part to play in helping us achieve our ambitions, of creating an environment where we can all be our true selves at work.



Heidi Mottram
CEO, Northumbrian Water Group



Part one: Introduction

Welcome to Northumbrian Water Group's TIDE Strategy.

This strategy outlines our approach to inclusion, diversity, and equity.

Our ambitions include working towards a more diverse workforce, which reflects all customers throughout our regions.

Businesses with a more diverse workforce have been shown to do better than businesses with less diversity. For us diversity helps our success and ability to innovate, with different people bringing skills and thinking to improve what we do and how we do it.



Part two: TIDE strategy

TIDE has been shaped to take a holistic approach to Inclusion, Diversity and Equity.

The order is important - diversity isn't achieved unless the environment is positive and open and the culture inclusive. When people see and hear about this through our colleague stories, a more diverse colleague base is attracted to the business. Equity is then continually monitored to ensure fairness.

TIDE Ambition

To serve our communities and play our role in creating a better society for all by:

- Being a responsible business;
- Being a fair and inclusive place to work, embracing difference and having zero tolerance of discrimination; and
- Having a workforce reflective of the diversity of the communities we serve.



Part three: Delivery model

TIDE will adopt a simple delivery model based on:



Awareness

Raising awareness so that difference, challenges and discomfort are acknowledged.



Dialogue and Insight

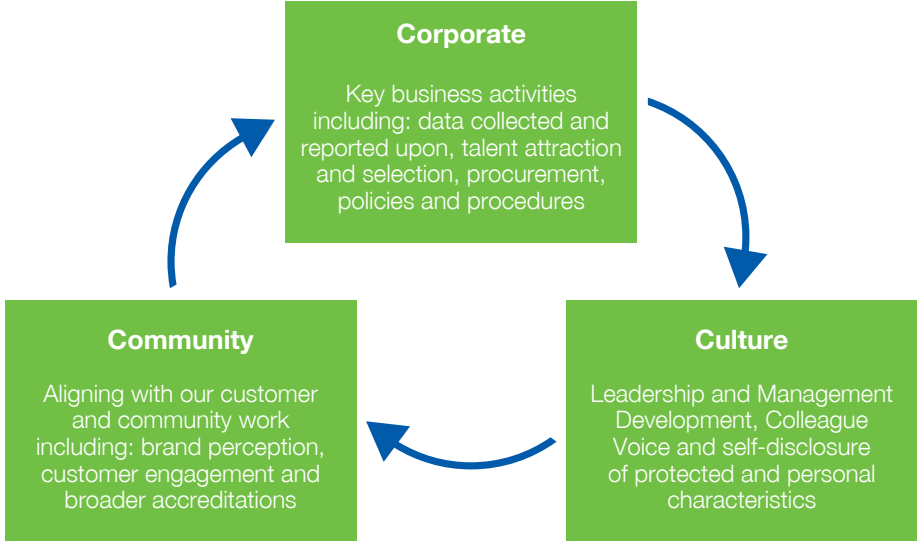
Creating dialogue and insight to learn from a range of voices, participate in conversations and contribute to how we improve things within our business and beyond.



Solutions

Deliver a range of solutions that will enable our ambition.

Positively influencing and working within a range of areas to achieve maximum impact is key. This includes reach across existing and planned internal and external activities:



Data/Benchmarking

Understanding the diversity in our business is key to help us support existing colleagues; and understand where we can better reach different groups to become an attractive employment option for all of our communities.

To offer us simple and clear insight, our new Human Resources Information System will for the first time, allow every colleague direct access to inform us of their personal characteristics and to update changes in line with their life experiences.

Sharing this information requires trust and we will work towards giving colleagues the confidence to do this, secure in the knowledge that their information is confidential.

Across all areas of the business. We need to understand the reasons for this and ensure we make necessary changes to.



Part 4: Targets

Setting and openly sharing realistic but stretching inclusion, diversity and equity targets is a good way to start this journey and we have worked in collaboration with our colleague groups and external partners in setting these. We are committed to delivering on our targets by the end of 2025.

We have a statutory responsibility to ensure that our pay levels are not discriminatory on grounds of gender. We publish our gender pay gap report annually and we have consistently delivered reductions. We will now extend this work across two further demographics: ethnicity and disability.

Our organisational values guide us through this Strategy. All colleagues and customers will be treated with dignity and respect, even in challenging circumstances.

Overview of TIDE targets



Inclusion

- Achieve 75%+ self-disclosure around protected characteristics
- 0% bullying, harassment, discrimination or victimisation across characteristics following investigation



Diversity

- > 35% of colleagues are Female
- > 4.3% of colleagues are non-white
- > 6% of colleagues with a reported disability



Equity

- Gender Pay Gap <7%

> = greater than

< = less than



Part five: Collaboration

Our TIDE strategy was created in collaboration with our colleagues.

Those voices will continue to be encouraged and heard through our support networks and forums with Executive sponsorship to ensure they have the autonomy they need to be safe spaces for discussion, consensus, and direction.

Our Colleague Networks

Action Network Groups			
REACH Race, Ethnicity and Cultural Heritage	WiSTEM Women in Science, Technology, Engineering and Mathematics	Rainbow Support Network LGBTQ+	Thisability Visible/Hidden Disabilities and Neurodiversity

Support Network Forums			
Mind Mates Mental Health	Male and Female Health Health Experience(s)	Parents Support Parents and Carers	Early Careers Age and Education

Partnerships

Working in partnership with other organisations will support us in achieving our TIDE ambitions. We have been working with organisations who are leaders and experts in areas including: gender, ethnicity, sexual orientation, disability, social deprivation.

Our partners for the lifetime of this strategy are:

- Women in Science and Engineering (WISE) – Gender
- Business In the Community (BITC) Race Charter – Ethnicity
- Stonewall Diversity Champion Programme – Sexual Orientation
- Business Disability Forum (BDF) – Disability
- Association for BAME Engineers (AFBE-UK) – Gender/Ethnicity
- Community Groups – Social Deprivation

We will continue to develop further partnerships with local forums to enable a wider attraction to our business.

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Partnerships/Benchmarking



B.I.T.C - Race Charter (NWG signatories) - BAME Network



WISE - Ten Steps (NWG signatories)



Stonewall - Diversity Champions - LGBTQ+ Allies Network

AFBE-UK

AFBE - UK - Innovate Futures (Graduate Work Experience)



Disability - NEAS Leonard Cheshire BDF - Disability Network



ACAS, Fire Service, BBC, Common Purpose and others (Benchmarking)

Part 6:

How are we making TIDE happen?

Leadership

Our leaders have an important role in this Strategy, to advocate and enable us to achieve our targets:

- Our Executive Leadership Team engage in regular expert Awareness Sessions, hearing directly from those with a diverse range of lived experiences. To supplement this, we are working with partners on development sessions to increase their knowledge, making sure they can be authoritative voices on Inclusion, Diversity and Equity.
- Our Management Development Programme contains sessions on different strands of diversity along with access to other outlets to improve their understanding and knowledge, enabling them to speak to colleagues with authenticity and openness.
- Our regular and informal approach to performance discussions, known as Connect, gives managers and colleagues an opportunity to discuss elements of the strategy and how we become a more inclusive workplace
- Our Great Place to Work survey will continue to give us invaluable insight of our colleague experience and how we can improve on matters where there is dissatisfaction. No organisation gets everything right and we want to embed a culture of respectful challenge and timely solutions and our TIDE commitment forms part of conversations about the survey.



Innovate Futures Programme

In 2021 we launched an Innovate Futures Programme, a focused talent programme targeted at two key under-represented groups - Black and Female Engineering students.

Students who completed the programme are now engaged in a reverse mentoring relationship with members of our Executive Leadership Team, with the aim of sharing their experiences and broadening awareness, understanding and knowledge for both parties.

Let's Talk About

Let's Talk About sessions take place every two to three months and aim to raise awareness and insight around a specific topic.

The topic alters depending on societal or business insights; however, follows the same format with an Executive Leadership Team session followed by events open to all colleagues, supported by the relevant Network.

Our community groups and key external partners will also support us in the delivery of Let's Talk About events.



Part seven: Conclusion

Our TIDE Strategy clearly outlines our ambition but more importantly states the targets we are working towards.

Inclusion, Diversity and Equity can't be reduced to targets and data reporting; however, identifying where change is needed and being clear on where we will begin to create that change is an important and powerful step.

As an innovative and ethical business we will continue to collaborate, listen and learn to help ourselves and others build organisations that are inclusive, diverse and fair.



NORTHUMBRIAN
WATER *living water*

ESSEX&SUFFOLK
WATER *living water*